



U.S. DEPARTMENT OF ENERGY 2007 Annual Employee Survey Results

1. **Interpretation of results:** The 2007 Annual Employee Survey (AES) results are consistent with the findings for the 2006 Federal Human Capital Survey results. Both surveys identify the same areas of strengths and weaknesses as perceived by DOE employees. Listed below are specific strengths, weaknesses, and notable changes in employees' perceptions as captured through the 2007 AES.

Strengths

The Department of Energy defines strengths as items having a total of 80% or more for "Strongly Agree" and "Agree" responses.

- Employees recognize the health, safety, and security measures employed to protect them, and believe that the Department provides a positive physical working environment.
- Employees understand how their work aligns with organizational goals, and they understand the importance of their contributions to the mission of the agency.
- Employees believe their supervisors support a balance of work and personal needs.

Significant improvements from the 2006 Federal Human Capital Survey Results

The following items showed an improvement of at least five percentage points over the FY 2006 Federal Human Capital Survey results:

- More employees are satisfied with their jobs (6%), believe that workloads are reasonable (7%), and like the kind of work that they do (5%).
- More employees believe the Department provides a positive physical working environment (7%), and they are well prepared for potential security threats (7%).
- More employees believe their supervisor or team leader is doing a good job (9%), and supervisors are dealing appropriately with poor performers (6%). However, despite the significant improvement, dealing appropriately with poor performers was still identified as a significant weakness.
- More employees believe supervisors are providing meaningful performance feedback (21%), and that performance appraisals are fair (5%). More employees also believe recognition and rewards are based on performance (13%), and promotions in their work unit are based on merit (17%). While more employees also believe differences in performance are recognized in a meaningful way (5%), this item was still identified as a significant weakness.
- More employees believe their organizational unit is able to recruit the right skills (12%).

Significant decline

The following items showed a reduction of five percentage points or more in the "Strongly Agree" and "Agree" categories, as compared to the FY 2006 Federal Human Capital Survey results:

- Fewer employees believe their co-workers cooperate in getting the work done (8%).

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- Fewer employees believe managers/supervisors/team leaders work well with employees of different backgrounds (5%).
- Fewer employees stated they were “very satisfied” or “satisfied” with the recognition they received for doing a good job (19%), or that they are given real opportunities to improve their skills (6%).
- Fewer employees believe they experience positive consequences for achieving the expected work results (12%) or negative consequences for failing to achieve the expected work results (21%).

Weaknesses

The Department of Energy defines weaknesses as items having a total of 35% or more for “Disagree” and “Strongly Disagree” responses.

- A significant number of employees do not believe recognition or pay raises are dependent on satisfactory job performance.
- A significant number of employees do not feel their leaders generate high levels of motivation and commitment.

Opportunities for more communication

The following items showed neutral responses of 30% or more. Higher amounts of neutral responses may indicate opportunities for more communication to improve employee perceptions.

- Assessment of training needs.
- Meaningful recognition of differences in performance, and linkage of pay raises to job performance.
- Addressing poor performance.
- Opportunities to advance in the organization.
- Satisfaction with policies and practices of senior management, and leadership’s ability to generate motivation and commitment.

2. How the survey was conducted:

The survey was conducted online from September 4 until November 2, 2007. An invitation to participate in the survey was sent via e-mail to the agency employees selected in the sample. The invitation included a link to the survey web site and a unique identification number and password to access the survey.

The annual survey questions were embedded in the 2007 Merit Principles Survey (MPS). They were interspersed with MPS questions, based on question topic, in the following six sections of the MPS: *My Job*, *My Immediate Supervisor*, *Performance Management*, *Managers and Executives in My Organization*, *Training and Development*, and *Demographic Questions*. The three annual survey questions related to work environment were included in a section of their own titled *Physical Work Environment and Safety*.

3. Description of sample:

Employees sampled for survey participation were all full-time, permanent, non-seasonal employees who were employed by the agency as of December 2006. A sample of 1,893 employees was selected for survey participation, 1,017 non-supervisory employees and 876 supervisory employees (including supervisors, managers, and executives).

The responses to the questions listed in this report were weighted according to the number of respondents compared to the actual population proportions for supervisory and non-supervisory employees as provided in the Central Personnel Data File. Weighting eliminates possible over or

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under representation of any survey group due to the sampling strategy or differential response rates.

4. Survey responses and population:

Of the 1,893 employee sample group, 1,219 employees responded, for an overall response rate of 64.4%. The sample included 1,017 non-supervisory employees of whom 689 or 68% responded, and 876 supervisors of whom 530 or 61% responded. Employees who completed at least one of the annual survey questions were counted as respondents, although the majority of employees completed all questions. The respondents are representative of the agency population in all demographic characteristics. The respondents do not appear to be representative of agency subcomponent populations. This may be due to the fact that about 26% of the employees did not recognize their organizational affiliation in the list provided and selected "other".

DEMOGRAPHICS

Supervisory Status	Population (%)	Respondents (%)
Non-supervisor	86.6%	68.0%
Team Leader	--	18.6%
Supervisor	13.4%	7.5%
Manager	--	3.2%
Executive	--	2.7%

Gender	Population (%)	Respondents (%)
Male	63.4%	63.9%
Female	36.6%	36.1%

Are you: Hispanic or Latino	Population (%)	Respondents (%)
Yes	6.7%	7.2%
No	93.3%	92.8%

Racial Category	Population (%)	Respondents (%)
White	77.4%	75.4%
Black or African American	10.0%	7.4%
Native Hawaiian or other Pacific Islander	0.2%	0.3%
Asian	4.3%	3.3%
American Indian or Alaskan Native	1.7%	1.5%
Two or more races (not Hispanic or Latino)	0.3%	2.8%

Sub-Agency	Population (%)	Respondents (%)
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Sub-Agency	Population (%)	Respondents (%)
Headquarters Staff & Support Offices	15.7%	27.4%
Power Marketing Administrations	33.4%	24.4%
The Under Secretary	23.6%	2.4%
The Under Secretary for Science	8.8%	5.5%
The Under Secretary for Nuclear Security	18.6%	14.2%
Other		25.9%
Unspecified		0.2%

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SURVEY RESULTS - CONTENT QUESTIONS

PERSONAL WORK EXPERIENCES

1. The people I work with cooperate to get the job done.

Response	Frequency	Percentage
Strongly Agree	317	26.0%
Agree	631	51.8%
Neither Agree nor Disagree	156	12.8%
Disagree	90	7.4%
Strongly Disagree	25	2.0%
Missing/Invalid	0	--
TOTAL:	1,219	--

2. I am given a real opportunity to improve my skills in my organization.

Response	Frequency	Percentage
Strongly Agree	157	13.5%
Agree	502	43.2%
Neither Agree nor Disagree	286	24.6%
Disagree	151	13.0%
Strongly Disagree	67	5.8%
Missing/Invalid	56	--
TOTAL:	1,219	--

3. My work gives me a feeling of personal accomplishment.

Response	Frequency	Percentage
Strongly Agree	310	25.5%
Agree	596	48.9%
Neither Agree nor Disagree	166	13.7%
Disagree	105	8.6%
Strongly Disagree	41	3.4%
Missing/Invalid	1	--
TOTAL:	1,219	--

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4. I like the kind of work I do.

Response	Frequency	Percentage
Strongly Agree	445	36.6%
Agree	587	48.2%
Neither Agree nor Disagree	122	10.0%
Disagree	40	3.3%
Strongly Disagree	23	1.9%
Missing/Invalid	2	--
TOTAL:	1,219	--

5. I have trust and confidence in my supervisor.

Response	Frequency	Percentage
Strongly Agree	364	30.2%
Agree	434	36.0%
Neither Agree nor Disagree	220	18.2%
Disagree	117	9.7%
Strongly Disagree	72	5.9%
Missing/Invalid	12	--
TOTAL:	1,219	--

6. Overall, how good a job do you feel is being done by your immediate supervisor/team leader?

Response	Frequency	Percentage
Very Good	439	36.2%
Good	396	32.7%
Fair	245	20.2%
Poor	82	6.8%
Very Poor	50	4.1%
Missing/Invalid	7	--
TOTAL:	1,219	--

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RECRUITMENT, DEVELOPMENT, AND RETENTION

7. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.

Response	Frequency	Percentage
Strongly Agree	231	18.9%
Agree	722	59.2%
Neither Agree nor Disagree	159	13.1%
Disagree	99	8.1%
Strongly Disagree	9	0.7%
Missing/Invalid	0	--
TOTAL:	1,219	--

8. My work unit is able to recruit people with the right skills.

Response	Frequency	Percentage
Strongly Agree	115	9.4%
Agree	545	44.7%
Neither Agree nor Disagree	281	23.0%
Disagree	221	18.1%
Strongly Disagree	57	4.7%
Missing/Invalid	0	--
TOTAL:	1,219	--

9. I know how my work relates to the agency's goals and priorities.

Response	Frequency	Percentage
Strongly Agree	384	31.6%
Agree	649	53.4%
Neither Agree nor Disagree	114	9.4%
Disagree	49	4.0%
Strongly Disagree	19	1.6%
Missing/Invalid	3	--
TOTAL:	1,219	--

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10. The work I do is important.

Response	Frequency	Percentage
Strongly Agree	510	41.8%
Agree	565	46.4%
Neither Agree nor Disagree	104	8.5%
Disagree	30	2.5%
Strongly Disagree	9	0.8%
Missing/Invalid	0	--
TOTAL:	1,219	--

11. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

Response	Frequency	Percentage
Strongly Agree	287	25.4%
Agree	621	54.9%
Neither Agree nor Disagree	120	10.6%
Disagree	75	6.7%
Strongly Disagree	27	2.4%
Missing/Invalid	87	--
TOTAL:	1,219	--

12. Supervisors/team leaders in my work unit support employee development.

Response	Frequency	Percentage
Strongly Agree	161	13.9%
Agree	613	52.7%
Neither Agree nor Disagree	223	19.2%
Disagree	116	10.0%
Strongly Disagree	49	4.2%
Missing/Invalid	56	--
TOTAL:	1,219	--

13. My talents are used well in the workplace.

Response	Frequency	Percentage
Strongly Agree	240	19.7%
Agree	525	43.1%
Neither Agree nor Disagree	191	15.7%
Disagree	183	15.0%
Strongly Disagree	79	6.5%
Missing/Invalid	1	--
TOTAL:	1,219	--

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14. My training needs are assessed.

Response	Frequency	Percentage
Strongly Agree	114	9.8%
Agree	435	37.4%
Neither Agree nor Disagree	350	30.0%
Disagree	203	17.4%
Strongly Disagree	62	5.3%
Missing/Invalid	56	--
TOTAL:	1,219	--

PERFORMANCE CULTURE

15. Promotions in my work unit are based on merit.

Response	Frequency	Percentage
Strongly Agree	161	13.7%
Agree	466	39.8%
Neither Agree nor Disagree	286	24.4%
Disagree	194	16.5%
Strongly Disagree	65	5.6%
Missing/Invalid	47	--
TOTAL:	1,219	--

16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

Response	Frequency	Percentage
Strongly Agree	51	4.3%
Agree	311	26.5%
Neither Agree nor Disagree	412	35.1%
Disagree	246	20.9%
Strongly Disagree	155	13.2%
Missing/Invalid	44	--
TOTAL:	1,219	--

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17. Creativity and innovation are rewarded.

Response	Frequency	Percentage
Strongly Agree	93	7.9%
Agree	400	34.0%
Neither Agree nor Disagree	381	32.5%
Disagree	196	16.7%
Strongly Disagree	105	8.9%
Missing/Invalid	44	--
TOTAL:	1,219	--

18. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).

Response	Frequency	Percentage
Strongly Agree	173	14.8%
Agree	542	46.1%
Neither Agree nor Disagree	237	20.2%
Disagree	161	13.7%
Strongly Disagree	62	5.2%
Missing/Invalid	44	--
TOTAL:	1,219	--

19. In my work unit, differences in performance are recognized in a meaningful way.

Response	Frequency	Percentage
Strongly Agree	65	5.5%
Agree	367	31.3%
Neither Agree nor Disagree	430	36.6%
Disagree	212	18.1%
Strongly Disagree	101	8.6%
Missing/Invalid	44	--
TOTAL:	1,219	--

20. Pay raises depend on how well employees perform their jobs.

Response	Frequency	Percentage
Strongly Agree	45	3.9%
Agree	224	19.1%
Neither Agree nor Disagree	388	33.0%
Disagree	303	25.8%
Strongly Disagree	215	18.3%
Missing/Invalid	44	--
TOTAL:	1,219	--

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21. My performance appraisal is a fair reflection of my performance.

Response	Frequency	Percentage
Strongly Agree	157	13.3%
Agree	537	45.7%
Neither Agree nor Disagree	259	22.0%
Disagree	164	14.0%
Strongly Disagree	58	4.9%
Missing/Invalid	44	--
TOTAL:	1,219	--

22. Discussions with my supervisor/team leader about my performance are worthwhile.

Response	Frequency	Percentage
Strongly Agree	251	20.8%
Agree	502	41.6%
Neither Agree nor Disagree	277	22.9%
Disagree	125	10.4%
Strongly Disagree	52	4.3%
Missing/Invalid	12	--
TOTAL:	1,219	--

23. Managers/supervisors/team leaders work well with employees of different backgrounds.

Response	Frequency	Percentage
Strongly Agree	130	11.2%
Agree	567	48.7%
Neither Agree nor Disagree	306	26.3%
Disagree	101	8.7%
Strongly Disagree	60	5.1%
Missing/Invalid	55	--
TOTAL:	1,219	--

24. My supervisor supports my need to balance work and family issues.

Response	Frequency	Percentage
Strongly Agree	442	36.7%
Agree	542	45.0%
Neither Agree nor Disagree	153	12.7%
Disagree	44	3.6%
Strongly Disagree	24	2.0%
Missing/Invalid	15	--
TOTAL:	1,219	--

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LEADERSHIP

25. I have a high level of respect for my organization's senior leaders.

Response	Frequency	Percentage
Strongly Agree	114	9.8%
Agree	394	33.8%
Neither Agree nor Disagree	340	29.2%
Disagree	186	15.9%
Strongly Disagree	131	11.2%
Missing/Invalid	53	--
TOTAL:	1,219	--

26. In my organization, leaders generate high levels of motivation and commitment in the workforce.

Response	Frequency	Percentage
Strongly Agree	74	6.3%
Agree	296	25.4%
Neither Agree nor Disagree	380	32.6%
Disagree	270	23.1%
Strongly Disagree	146	12.5%
Missing/Invalid	53	--
TOTAL:	1,219	--

27. Managers review and evaluate the organization's progress toward meeting its goals and objectives.

Response	Frequency	Percentage
Strongly Agree	105	9.1%
Agree	575	49.5%
Neither Agree nor Disagree	334	28.8%
Disagree	112	9.6%
Strongly Disagree	35	3.0%
Missing/Invalid	58	--
TOTAL:	1,219	--

28. Employees are protected from health and safety hazards on the job.

Response	Frequency	Percentage
Strongly Agree	361	31.9%
Agree	648	57.3%
Neither Agree nor Disagree	90	8.0%
Disagree	27	2.4%
Strongly Disagree	5	0.5%
Missing/Invalid	87	--
TOTAL:	1,219	--

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29. Employees have a feeling of personal empowerment with respect to work processes.

Response	Frequency	Percentage
Strongly Agree	100	8.2%
Agree	472	38.7%
Neither Agree nor Disagree	320	26.3%
Disagree	234	19.2%
Strongly Disagree	93	7.6%
Missing/Invalid	0	--
TOTAL:	1,219	--

30. My workload is reasonable.

Response	Frequency	Percentage
Strongly Agree	167	13.7%
Agree	649	53.3%
Neither Agree nor Disagree	150	12.3%
Disagree	187	15.3%
Strongly Disagree	66	5.4%
Missing/Invalid	0	--
TOTAL:	1,219	--

31. Managers communicate the goals and priorities of the organization.

Response	Frequency	Percentage
Strongly Agree	128	11.0%
Agree	612	52.5%
Neither Agree nor Disagree	257	22.0%
Disagree	123	10.6%
Strongly Disagree	45	3.8%
Missing/Invalid	55	--
TOTAL:	1,219	--

32. My organization has prepared employees for potential security threats.

Response	Frequency	Percentage
Strongly Agree	303	26.8%
Agree	661	58.5%
Neither Agree nor Disagree	128	11.3%
Disagree	30	2.7%
Strongly Disagree	10	0.8%
Missing/Invalid	88	--
TOTAL:	1,219	--

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JOB SATISFACTION

33. How satisfied are you with the information you receive from management on what's going on in your organization?

Response	Frequency	Percentage
Very Satisfied	84	7.2%
Satisfied	435	37.4%
Neither Satisfied nor Dissatisfied	331	28.4%
Dissatisfied	228	19.6%
Very Dissatisfied	86	7.4%
Missing/Invalid	56	--
TOTAL:	1,219	--

34. How satisfied are you with your involvement in decisions that affect your work?

Response	Frequency	Percentage
Very Satisfied	146	12.1%
Satisfied	466	38.5%
Neither Satisfied nor Dissatisfied	292	24.2%
Dissatisfied	232	19.2%
Very Dissatisfied	74	6.1%
Missing/Invalid	9	--
TOTAL:	1,219	--

35. How satisfied are you with your opportunity to get a better job in your organization?

Response	Frequency	Percentage
Very Satisfied	105	8.9%
Satisfied	304	26.0%
Neither Satisfied nor Dissatisfied	371	31.6%
Dissatisfied	244	20.8%
Very Dissatisfied	149	12.7%
Missing/Invalid	47	--
TOTAL:	1,219	--

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36. How satisfied are you with the recognition you receive for doing a good job?

Response	Frequency	Percentage
Very Satisfied	74	6.3%
Satisfied	302	25.7%
Neither Satisfied nor Dissatisfied	389	33.1%
Dissatisfied	220	18.7%
Very Dissatisfied	191	16.2%
Missing/Invalid	44	--
TOTAL:	1,219	--

37. How satisfied are you with the policies and practices of your senior managers?

Response	Frequency	Percentage
Very Satisfied	79	6.8%
Satisfied	358	30.8%
Neither Satisfied nor Dissatisfied	388	33.4%
Dissatisfied	222	19.1%
Very Dissatisfied	116	10.0%
Missing/Invalid	56	--
TOTAL:	1,219	--

38. How satisfied are you with the training you receive for your present job?

Response	Frequency	Percentage
Very Satisfied	163	14.1%
Satisfied	447	38.5%
Neither Satisfied nor Dissatisfied	330	28.5%
Dissatisfied	175	15.1%
Very Dissatisfied	44	3.8%
Missing/Invalid	59	--
TOTAL:	1,219	--

39. Considering everything, how satisfied are you with your job?

Response	Frequency	Percentage
Very Satisfied	291	24.1%
Satisfied	583	48.1%
Neither Satisfied nor Dissatisfied	175	14.5%
Dissatisfied	130	10.7%
Very Dissatisfied	32	2.6%
Missing/Invalid	8	--
TOTAL:	1,219	--

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40. Considering everything, how satisfied are you with your pay?

Response	Frequency	Percentage
Very Satisfied	205	17.5%
Satisfied	573	48.9%
Neither Satisfied nor Dissatisfied	197	16.8%
Dissatisfied	148	12.7%
Very Dissatisfied	49	4.2%
Missing/Invalid	47	--
TOTAL:	1,219	--

PERFORMANCE ASSESSMENT ACCOUNTABILITY TOOL QUESTIONS

1. I am held accountable for achieving results in the sense that if I achieve the expected work results, I experience positive consequences.

Response	Frequency	Percentage
Strongly Agree	188	16.0%
Agree	625	53.1%
Neither Agree nor Disagree	220	18.7%
Disagree	117	9.9%
Strongly Disagree	26	2.2%
Missing/Invalid	43	--
TOTAL:	1,219	--

2. I am held accountable for achieving results in the sense that if I do NOT achieve the expected work results, I experience negative consequences.

Response	Frequency	Percentage
Strongly Agree	107	9.1%
Agree	592	50.5%
Neither Agree nor Disagree	338	28.8%
Disagree	114	9.7%
Strongly Disagree	22	1.9%
Missing/Invalid	47	--
TOTAL:	1,219	--

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3. I am rewarded for providing high quality products and services to my customers (internal and/or external).

Response	Frequency	Percentage
Strongly Agree	142	12.1%
Agree	509	43.3%
Neither Agree nor Disagree	300	25.5%
Disagree	156	13.3%
Strongly Disagree	68	5.8%
Missing/Invalid	44	--
TOTAL:	1,219	--

4. Recognition and rewards are based on performance in my work unit.

Response	Frequency	Percentage
Strongly Agree	138	11.8%
Agree	485	41.4%
Neither Agree nor Disagree	286	24.4%
Disagree	180	15.4%
Strongly Disagree	84	7.1%
Missing/Invalid	46	--
TOTAL:	1,219	--

5. How often do you typically receive formal or informal feedback from your supervisor?

Response	Frequency	Percentage
Weekly or more often	364	30.3%
Every two weeks	137	11.4%
Monthly	181	15.1%
Quarterly	189	15.7%
Twice per year	255	21.2%
Annually	52	4.4%
Less than once per year	24	2.0%
Missing/Invalid	16	--
TOTAL:	1,219	--

6. How helpful is your supervisor's feedback in helping you improve or enhance your performance?

Response	Frequency	Percentage
Very Helpful	367	30.5%
Somewhat Helpful	584	48.6%
Not Helpful	231	19.2%
Harmful	21	1.7%
Missing/Invalid	17	--
TOTAL:	1,219	--